



UNITED STATES DEPARTMENT OF STATE  
OVERSEAS BUILDINGS OPERATIONS

# INDUSTRY ADVISORY PANEL



General Charles E. Williams  
Director/Chief Operating Officer

12 APRIL 2005 9 JUNE 2005 15 SEPTEMBER 2005 15 DECEMBER 2005

[www.state.gov/obo](http://www.state.gov/obo)

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# AGENDA

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0945 - 0955      Opening Remarks

0955 - 1200      Morning Session

1200 - 1330      Lunch

1330 - 1545      Afternoon Session



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# QUESTIONS

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## DIRECTOR

1. What management tool/approach do you recommend to ensure your designer and construction manager are on the same page?
2. What is the most fertile circumstance or event that will lead to a claim or change order?
3. Explain/comment on what you see as a “true” design-build delivery method.

## OPERATIONS AND MAINTENANCE

4. How do you determine appropriate maintenance staffing for newly constructed buildings? What kinds of training programs do you presently use which reflect the increased complexity of our facilities?
5. How do you measure M&R backlogs, what is included, and how do you determine what is acceptable?
6. What is the best way to accommodate contract maintenance operations for NECs? Are there any lessons learned from contract maintenance operations?

## DESIGN AND ENGINEERING

7. What programming method do you use to account for mechanical and electrical space needs in your facilities? What are reasonable net to gross space ratios in domestic office buildings. What industry space standards are considered “best practice”? (e.g., GSA, BOMA)
8. Which specialty consultants are worth hiring in-house and which are better as outside consultants? Consider the following: Landscape Architects, Environmental Engineers, Kitchen Consultants, Historic Preservationists, LEED Specialists, etc.



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## REAL ESTATE AND PROPERTY MANAGEMENT

9. Do you treat real estate as an investment with rate of return requirements, or as a cost center that contributes to the mission?
10. Do you have performance standards tied to your real estate assets? Examples include facility condition index, operating cost index, or mission criticality index. If so, are they different for owned and leased properties?
11. Has your company explored office space utilization options such as hoteling or hot desking?
12. What tools and technology do you provide to your employees who travel regularly to help them manage their workload and keep in touch with HQs?

## PLANNING AND DEVELOPMENT

13. In the aftermath of 9/11, how has industry addressed security concerns of housing its employees abroad? Has it changed the approach to this subject?

## RESOURCE MANAGEMENT

14. OBO and its stakeholders are very focused on adherence to scope, schedule and budget. We are always interested in new ways to deliver projects according to specifications as quickly and cost effectively as possible.
  - What recent industry trends or innovations have you noticed that may not have found their way into OBO's way of doing business that you would recommend we look into?
  - Are we already at the limit, or are there ways we can encourage contractors to be even more innovative in finding ways to complete projects in a quicker and more cost effective manner?



# PANEL MEMBERS

**HAROLD LYNN ADAMS**

FAIA, RIBA, JLA, Chairman RTKL  
*Associates, Inc.*  
Senior Director, Federal Affairs  
Representing the American Institute of Architects

**IDA B. BROOKER**

Manager, Construction and Environmental Contracts, Supplier Management  
and Procurement  
*The Boeing Company*  
Representing Women Construction Owners and Executives, U.S.A.

**MARY ANN LEWIS**

President  
*Lewis and Zimmerman Associates, Inc.*  
Representing the Society of American Value Engineers

**ROBIN OLSEN**

President  
*Construction Consultants International Corp.*  
Representing Associated Owners and Developers

**S. G. PAPADOPOULOS, P.E., FACEC**

Principal  
*PKP Engineering, PC*  
Representing American Council of Engineering Companies

**THOMAS J. RITTENHOUSE III**

Principal  
*Weidlinger Associates, Inc.*  
Representing the American Society of Civil Engineers

**CRAIG UNGER**

President  
*Design-Build Institute of America*  
Representing the Design-Build Institute of America

**DERISH M. WOLFF**

President and CEO  
*The Louis Berger Group*

**JOEL ZINGESER AIA**

Director of Corporate Development  
*Grunley Construction Company, Inc.*  
Representing the Associated General Contractors of America



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# OVERSEAS BUILDINGS OPERATIONS PARTICIPANTS

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**GENERAL CHARLES E. WILLIAMS**

Director/Chief Operating Officer

**SUZANNE CONRAD**

Chief of Staff

**PHYLLIS PATTEN**

Special Assistant/Scheduler for General Williams

**VICKI HUTCHINSON**

Acting Managing Director, Planning and Development

**PATRICK McNAMARA**

Acting Managing Director, Real Estate and Property Management

**JÜRIG HOCHULI**

Managing Director, Resource Management

**RICHARD SMYTH**

Managing Director, Operations and Maintenance

**JOSEPH W. TOUSSAINT**

Managing Director, Project Execution

**BOB CASTRO**

Special Assistant/Liaison for Congressional and Business Affairs

**GINA E. PINZINO**

External Affairs Manager

**BILL PRIOR**

Director, Construction and Commissioning Division

**ROBERT E. SOULE**

Director, Security Management Division

**ROBERTO COQUIS**

Director, Management Support Division

**ELIZABETH SINES**

Director, Area Management Division

**BOB ETHERIDGE**

Deputy Director, Resource Management



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**WALTER CATE**  
A/LM

**SHIRLEY MILES**  
Internal Review & Operations Research Manager

**ERNEST MENSAH**  
Internal Review and Operations

**LUISA ALVAREZ**  
Attorney, A/LM

**STEVE URMAN**  
Deputy Director, Operations and Maintenance

**WILL COLSTON**  
Deputy Director, Project Execution

**BILL MINER**  
Director, Design and Engineering Division

**RAMSAY STALLMAN**  
Acting Director, Project Planning Division

**ELAINE ANDERSON**  
Director, Interiors and Furnishings Division

**MARY MATZEN**  
Chief, Office Facilities Branch

**DAVE BARR**  
Director, Project Development Division

**MARCUS HEBERT**  
Chief, Capital Projects Branch

**CHRIS MAWDSLEY**  
Chief, Cost Estimating Branch

**SAMUEL BLEICHER**  
Director, New Initiatives Division

**MICHAEL SPRAGUE**  
External Affairs

**ADELET KEGLEY**  
External Affairs



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# INVITEES

JOHN F. ADAM

**Spacesaver Systems**

MICHAEL W. ARMES

**U.S. Government Accountability Office**

ALTA BAKER

**Safe Haven Enterprises, Inc.**

JOHN BAKER

**Safe Haven Enterprises, Inc.**

SHAKIA BARNES

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**U.S. Government Accountability Office**

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**McNeil Technologies, Inc.**

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**Gale Associates, Inc.**

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**Page Southerland Page**

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**EDL Construction, Inc.**

RICHARD CARBONE

**Peace Corps**

ERIKA CARTER

**U.S. Government Accountability Office**

JAWAHAR CHAUDHARY

**NIKA Technologies, Inc.**

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**Risk & Emergency Management**

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**International Code Council**

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**Zetlin and De Chiara, LLB**

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**Square D/Schneider Electric**

ROBERT G. DINSICK

**ABS Consulting**

TERRELL DORN

**U.S. Government Accountability Office**

JOAN C. FREITAG

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**Akal Security**

BOB GAGEN

**Kellog Brown & Root**

DAVID S. GERMROTH

**PACE-Capstone Companies**

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**ASSA ABLOY**

ANDREW GOLDBERG

**American Institute of Architects**

HANY HASSAN

**Beyer Blinder Belle Architects**



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**Einhorn Yaffe Prescott**

RICHARD M. JABRA  
**APL Limited**

NICK KATSIOTIS  
**Gilford Corporation**

THOMAS W. KRETSCHMER  
**Enclos Corporation**

MICHAEL MATEER  
**Coastal International Security**

GREGORY E. MEYER  
**J.A. Jones/Fluor**

MICHELLE MONNETT  
**DMJM**

ANDREW NEAL  
**Total Resource Management**

EVERETT NEWELL  
**Giffels, Inc.**

MICHAEL O'CONNOR  
**AFG Construction Management**

NAOTO OKA  
**World Bank**

JANICE OLSHESKY  
**Olshesky Design Group, LLC**

JOSHUA RIVERA  
**Security Planning Systems Program**

HAITHAM SADEQ  
**World Bank**

EILEEN SCHULMAN  
**DMJM**

ADAM SHIRVINKSY  
**EMSI**

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**International Monetary Fund**

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**Einhorn Yaffee Prescott**

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**Louis Berger Group**

MARTIN WILSON  
**Washington Group International**

RICHARD A. ZAVADOSKI  
**Marshall & Swift/Boeckh**

DAVID McMASTER  
**White House Liaison**

**Miller Court Reporting Services  
(Reporter)**



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